

<p>Institution: Newcastle University</p> <p>Unit of Assessment: 19 Business and Management Studies</p> <p>a. Overview</p> <p>The University's submission to Unit of Assessment 19 covers research undertaken by members of Newcastle University Business School (NUBS), which is part of the Faculty of Humanities and Social Sciences (HaSS). This School has made significant strides forward since RAE2008, largely as a result of further investment by the University in recruiting excellent scholars who enhance our reputation for generating and disseminating research of the highest international standard. We are consequently submitting 60.1 FTE staff to REF2014, compared to 41 in RAE2008, including 33 professors, 5 Strategic Research Advisors and 32 other staff (8 of whom are early-career researchers). Evidence that this strategy has borne fruit in the current REF period derives from: (i) the quality of publications produced, with members of the School publishing in leading international journals such as <i>Academy of Management Journal</i>, <i>Review of Economics and Statistics</i>, <i>Human Relations</i>, <i>Journal of Risk and Uncertainty</i>, <i>Journal of Marketing</i>, <i>Journal of Product Innovation Management</i>, <i>Journal of Retailing</i>, <i>British Journal of Management</i>, <i>Organization Science</i> and <i>Organization Studies</i>; (ii) the development of important research groups across a range of disciplines; (iii) the research grants generated by the School; (iv) the growing number of doctoral completions; and (v) the capacity to produce research that has a broader impact in society, through engagement with the public, private and third sectors. Above all, we must stress that the School has a thriving, inclusive, cross-disciplinary research culture which revolves around a series of dynamic research groups that have developed considerable momentum across several disciplines. This culture will continue to flourish over the next cycle, attracting first-class scholars to Newcastle either as full-time employees or fractional appointments who wish to participate in our increasing range of significant projects.</p> <p>b. Research strategy</p> <p>NUBS' research mission is to produce work of distinction that makes a significant impact on both academic debates and the work of policy-makers and practitioners, whether regionally, nationally or internationally. Since its solid showing in the 2008 RAE, NUBS has made a substantial investment in research, largely driven by the HaSS Faculty, led by the Provost, Charles Harvey, and implemented by Ian Clarke (Director of School, 2008-12) and, more recently, by John Wilson, who became Director in November 2012. With extensive backing from the University, including a 25-year lease on an eight-floor building and 24 new chairs (including four internal promotions), since RAE 2008 the School has engineered a step-change in its research culture. The ambition is clear: to become a leading Russell Group Business School that is internationally-recognised for the depth and range of its research activities.</p> <p>The two key dimensions of this strategy, inclusiveness and cross-disciplinarity, can be illustrated clearly by a range of evidence. In the first place, all staff are encouraged to join one or more of the research groups that will be described later, providing the critical mass and mentoring required in order to generate extensive teamwork and consistently high quality research. Furthermore, colleagues from different disciplines are encouraged to work together on cross-disciplinary projects, as well as feeding into work conducted across both Newcastle University and other research-intensive institutions. For example, Campbell has been involved in an ESRC-funded project with the School of Marine Science and Technology, as well as (with Gibbon) an i-Build EPSRC project with the Schools of Civil Engineering and Geosciences and Geography, Politics and Sociology. Similarly, Wildman has conducted an ESRC project with the School of Dental Sciences, as well as extensive research with the Institute of Ageing and Health and Institute of Health and Society, resulting in high-profile publications. A major recent development within the School is the emergence of a cross-disciplinary team looking at gender and professions in society, involving scholars from critical accounting (Haynes) and organisation studies (Muzio, Suddaby). As we shall also stress in Section e., NUBS staff collaborate extensively with scholars in universities across the world.</p>

This strategy is also congruent with the University's broader ambition to lead debates on Social Renewal, one of the three Societal Challenge Themes established by the Vice-Chancellor to link research in different Faculties and make a broader impact on society. The other two themes are Ageing and Sustainability, both of which feature in the School's research activities. Given the University's belief in 'Excellence with a Purpose', NUBS has made every effort to provide clear evidence of the relevance of our research, highlighting how we engender a research culture based on cross-fertilisation, both within the School and across the University, further enlivening the culture and deepening excellence and impact of the research we pursue.

To elaborate further on the School's research groups, in alphabetical order these are:

1. **Accounting, Governance and Accountability** - a group that seeks to explore the impact that accounting and accountants have on society, as well as encouraging cross-disciplinary research through a sub-group, Gender, Professions and Society.
2. **Economics** – best known for its work on financial economics and welfare economics, with a developing expertise in applied and theoretical economics.
3. **Human Resource Management, Work and Employment** – focuses on the changing nature of the employment relationship in the era of globalisation.
4. **Innovation Systems** – focuses on SMEs, healthcare management and information systems, delivered in part through the University research centre KITE (Knowledge, Innovation, Technology & Enterprise).
5. **Services Marketing** – focuses on how to contribute to the success of organisations by improving the quality of their services, increasing their profitability, and stimulating service innovations.
6. **Strategy, Organisations and Society** – an internationally distinct group that applies social theory to the study of major strategic and organisational issues. A subset of this group is Business History, providing a major institutional site for the study of business, accounting and management history.

The Director has encouraged research group leaders to pursue the inclusive strategy mentioned earlier, in order to encourage all members of staff to join one or more of these groups, engendering a thriving cross-disciplinary culture that results in more effective and engaged work. Apart from arranging seminars for both internal and external speakers, the research groups take responsibility for mentoring less experienced colleagues, as well as building teams that can bid for external funds and participate in international projects. This activity has been further facilitated by devolving the School's research budget to the groups, giving them more control over their own destiny.

All research activity is facilitated and monitored by the School's Research & Knowledge Exchange Committee, chaired by the School's Deputy Director, Kathryn Haynes. This Committee formulates and implements School research strategy, feeding research activity into teaching and learning, and external engagement, as well as monitoring actions and expenditure of the research groups. Haynes also has a deputy, the Director of Impact, Christof Backhaus, who has specific responsibility for developing the impact agenda and working closely with the engagement and executive education teams. This highlights our aim of making research available to the broader community, again fulfilling the University's strategy of pursuing 'Excellence with a Purpose'.

While more is written about this issue in sections c. and d., the step-change in research activity is palpable, with major international scholars such as Roy Suddaby, Stewart Clegg and Peter Skaerbaek interacting with staff of all grades, in order to achieve the quality desired in an internationally-recognised business school. The structures have also been put in place to ensure that the research strategy can be enacted and adapted effectively, feeding the outputs into teaching and engagement activities.

1. Accounting, Governance and Accountability (Ball, Bathia, Black, Campbell, Davie, Dobbs, Duxbury, Ferry, Gibbon, Haslam, Haynes, Hussain, Maioli, McLaren, Miller, Muzio, Liu, Pagan, Parry, Rodriguez, Skaerbaek, Su, Tilba)

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The School's commitment to this research agenda dates back a decade, primarily through the work of Campbell. To strengthen and boost the profile of this group, Haynes was hired to provide strategic leadership in the area and to develop the group into a highly regarded niche. This has been followed by the recruitment of three new professors (Haslam, Ball, Duxbury), as well as a lecturer (Black). The group engages in research which considers the role and impact of accounting and finance information in wider society, taking an inter-disciplinary perspective on the interrelated themes of accounting, governance and accountability in their broadest sense. This work is firmly grounded in the social-critical tradition, while much of it seeks to embrace and develop the emancipatory potential of accounting. For instance, members of the group have published on accountability and human rights; they have also been heavily involved in the United Nations Principles of Responsible Management Education. The research of the group is organised into three themes:

Accounting, Governance, Ethics & Sustainability (AGES). This theme of research has made extensive contributions to our understanding of how ethical and sustainability issues in accounting and how accountability is discharged through extending the role of reporting and accounting measurement. Recent and current work focuses on: human rights and globalisation (Haslam); asbestos liability reporting (Campbell); accounting and organisations (Skaerbaek); public sector accountability (Ball); social impact measurement and social accounting (Gibbon); pension fund investment strategies and Law Commission advisory work (Tilba); relations between sustainable development and gender equality (Haynes); environmental reporting (Campbell) and Corporate Social Responsibility (Haynes). A distinctive feature of the group is their development of innovative research methodologies in the accounting context, with the application of new modes of content analysis (Campbell). Jan Bebbington (St Andrews University) has been an active visiting professor, providing additional mentorship for the last three years. Reflecting their leading contributions to these fields, faculty have received grant funding from the Chartered Institute of Management Accountants, the ESRC and EPSRC.

Gender, Professions and Society (GPS). Researchers in this theme area are subjecting the conduct and composition of professions to scrutiny in terms of gender equality and social responsibility, producing internationally recognised work. The theme is led by Haynes, but is cross-disciplinary, with members drawn from across the Business School (Maioli, Muzio, Pagan, Rodriguez, Tilba). Key studies include professional embodiment in the accountancy profession and the links between gender, identity and the body (Haynes); sexual symbolism in accounting (Haynes); the advancement of autoethnography, oral history and feminist methodology in relation to gender and accounting (Haynes); accounting in Islamic contexts and perceptions of accountants in Syria (Haslam). Current projects include women's careers in professional service firms; gender equality in Northern Ireland public sector organisations; emotional labour of public sector accountants; and the global development of professions. Grant funding has been received from the Advanced Institute of Management Research, the ESRC, and the Office of the First Minister and Deputy First Minister Northern Ireland (Haslam, Haynes, Rodriguez).

Finance, Accounting, Control & Evaluation (FACE). This theme of research considers corporate and behavioural finance, management accounting practice, financial reporting and discharge of accountability to shareholders, evaluation and control. Key research areas include emotional and behavioural finance (Bathia, Duxbury); pricing and performance of Chinese IPOs (Su); earnings management and dividends (Hussain), portfolio management (Black), contributing extensively to the understanding of these fields.

2. Economics (Bilotkach, Braakmann, Chilton, Dietrich, Evans, Fazio, Gebka, Jochmann, Jones-Lee, Maioli, Metcalf, Nielsen, Sollis, Su, Tvede, Wildman, Wren)

Economics at Newcastle has a lineage stretching back over a century. For many years the group has possessed considerable strengths in financial economics and health economics, while during this REF period expertise in theoretical economics has been developed. Research in economics takes place primarily in three distinct research sub-groups:

Finance and Financial Economics (FFE). FFE is an interdisciplinary School research sub-group, with members from both the Accounting & Finance and Economics subject groups. The group has

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internationally-recognised expertise in the areas of credit and banking, empirical finance, international finance and behavioural finance. Recent and current projects by members of the group includes work on business cycles and bank credit (Dietrich); liquidity risks and financial regulation (Dietrich and Sollis); the impact of emotions on economic and financial decisions (Duxbury); herding behaviour in financial markets (Gebka); market efficiency and statistical arbitrage (Gebka and Sollis); financial analysts' forecasts (Hussain); and, real exchange rate nonlinearity (Sollis). Members of FFE play a leading part in the Finance and Financial Law HaSS Faculty research group which pools academic expertise from disparate fields, including authorities in economics, law, geography and political science, in order to provide a multi-disciplinary perspective on financial issues. Members of FFE have obtained grants from bodies such as the Nuffield Foundation, British Academy and Leverhulme Trust.

Economics of Safety, Health, Environment and Risk (ESHER). ESHER's research focuses mainly on applied welfare economics in the health, safety and environmental domains. The ESHER research sub-group was established in 2006, building on a long tradition of work in this area at Newcastle by Jones-Lee, but now led by Chilton. Colleagues within the group are also affiliated to the Institute of Health and Society (an interdisciplinary University research institute). The group comprises international leaders in the fields of economics of safety and health and decision making under risk and uncertainty. In particular researchers have undertaken work to inform the National Centre for Clinical Excellence (NICE) (Chilton, Jones-Lee, Metcalf, Wildman), as well as influencing its pricing model by exploring how to calculate the Quality Adjusted Life Year (QALY) (Jones-Lee). Moreover, experimental work has been done to derive distributional weights for QALYs based on the characteristics of recipients (Wildman). A further study, funded by New Energy Externalities Developments for Sustainability, a project of the Extern E series of the European Commission DG research, analysed the damage costs of air pollution and the valuation of mortality (Chilton, Metcalf, Nielsen). The study took in nine European countries to determine a monetary value of a life year (VOLY). Other projects include a study on outcome scope insensitivity related to the elicitation of preferences for health gains and changes in mortality risk (Nielsen). Chilton is also involved in an interdisciplinary project to develop novel methods to create a conceptualised marine resource management model to offer policy makers better scientific support (Chilton, Metcalf).

Applied and Theoretical Microeconomics (ATM). The ATM research sub-group, led by Tvede, focuses on cutting-edge issues in theoretical microeconomics, mathematical economics and applied microeconomics. In theoretical microeconomics and mathematical economics this includes work on general equilibrium theory with production and financial markets, game theory and overlapping generation economies (Tvede), public goods (Vicary) as well as theoretical work on markets with search frictions (Bonilla, Kiraly). In applied microeconomics this includes work on the aviation sector (Bilotkach), the banking sector (Dietrich), labour economics (Braakmann), health economics (Braakmann), the role of information in markets (McDonald, Wren), urban economics (Braakmann, Jones, Wren), and on examining the impacts and effects of government interventions on private-sector behaviour, mainly through firm-based initiatives, with implications for regional and national economic development (Jones, Wren). The latter work has resulted in high-profile publications and invited presentations to HM Treasury, BIS and the World Bank.

3. Human Resource Management, Work and Employment (Barratt, Butler, Flynn, Hughes, Johnstone, McBride, McKinlay, Procter, Rodriguez, Scurry, Vincent)

Three analytically distinct but dynamically interacting research sub-groups have been created to leverage international networks of inter-disciplinary scholars, policy-makers and practitioners in order to concentrate attention on emerging issues within this broad field of studies. Members of the HRMWE group (Rodriguez, Scurry and Procter) have also acted as organisers of the 2013 Spring Workshop of the British Academy of Management, HRM Special Interest Group.

Diversity in Working Life. This sub-group concentrates on the nature of jobs and subjective experiences of work, emphasising the diversity of human subjects and seeking a better means to explore the person-workplace relationship. Important themes within this group's research include gender and identity construction (Butler, Rodriguez), intersectionality (Rodriguez), emotional labour

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(Vincent), careers (Scurry) and ageing (Flynn). Flynn has generated a substantial amount of research income to study various aspects of the ageing workforce, including from such sources as the ESRC, EU, Department of Business Innovation and Skills, CIPD and the British Council. Butler was principal investigator on a grant from the Dominic Barker Trust on stammering and has been successful in gaining an award from the Institute of Chartered Accountants in England and Wales (ICAEW) for a project, 'Identity and the Management Accountant'. Arising from this original work, several prestigious awards have been received: Scurry has received funding from the Department for Business Innovation and Skills in order to study graduate recruitment in SMEs; and from the British Academy to explore graduates' expectations of employment. Scurry and Flynn were part of a team successful in gaining funding from the N8 Industry Innovation Forum to pursue a project on 'Innovating for Active and Healthy Ageing'. Procter has received British Academy and Leverhulme Trust funding for a study of the career choices of former Catholic priests.

Organisational Dynamics and Human Resources. This sub-group focuses on the workplace, opening up fresh fields for analysis. Important themes within this group's research include public sector management and change (Barratt, Butler, McKinlay, Procter), organisational forms and employment (Johnstone, Procter, Vincent), the recognition of skills at work (Vincent), strategic HRM (Johnstone) and the ethics and politics of HRM (Barratt). Johnstone has begun work on a new project exploring 'The Dynamics of Employment Relations in the Recession', funded by the British Academy/Leverhulme Trust. Procter's recent projects include a British Academy-funded study of the work and organisational implications of the merger between the Inland Revenue and HM Customs & Excise, and a study funded by the NIHR (National Institute of Health Research) of new ways of working in the mental health services workforce. Vincent's work has been based around his co-running of an ESRC Seminar Series, 'Critical Realism in Action' and an ESRC Knowledge Transfer Partnership (KTP), 'Enhancing the Effectiveness of Clinical Directorates'. Scurry is part of a Newcastle team that has been successful in obtaining an ESRC KTP on the implementation of 'lean' in a service sector setting.

Workplace Re-regulation. This sub-group focuses on extra-organisational factors and forces that influence workers, people management and employment relations. Important themes within this group's research include the role of trade unions within the political economy (McBride, Flynn, Johnstone), tripartism (Johnstone), international labour standards (Hughes, Rodriguez) and national employment systems (Vincent). Hughes's work has attracted funding from the International Institute of Labour Studies. The theme of workplace re-regulation will be developed (2013-15) as part of a recently successful bid to run an ESRC Seminar Series, 'Regulation of Work and Employment: Towards a multidisciplinary, multilevel framework' (Rodriguez, Hughes, Scurry and Johnstone).

4. Innovation Systems (Alderman, Ashurst, Bahemia, Berry, Dong, Forbes, Giazitzoglu, Heirati, Hicks, Papagiannidis, Piperopoulos, Richter, Vega, Whitehurst, Willison, R. Wilson, Wynarczyk, Yannopoulou)

Innovation is a cross-cutting theme that has a wide-ranging salience across this group, most notably in the area of 'lean' systems, alongside the study of entrepreneurship and the relationship between information and communication technologies (ICT) and the business and social environment. Apart from the work of KITE (which focuses on innovation), the research undertaken is centred on a number of key themes:

'Lean' systems. This sub-group works on: transformational change in the NHS (Hicks, McGovern); 3P participative design of healthcare facilities (Hicks, McGovern); stimulating innovation and growth in the regenerative medicine industry (Hicks); performance improvement and transformational change in manufacturing and service (Hicks, in association with the Norwegian Technical University and Groningen University); and maritime container shipping optimisation (Dong). Key stakeholders include local authorities (green logistics), manufacturing (lean, supply chain management, IT), health providers (transformational change, lean design, logistics and innovation in the regenerative health industry), and service organisations (Benfield Motors, NHS, shipping companies and ports). The agenda is driven by the changing needs of organisations as they seek responses to changes in the political, regulatory, commercial and

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economic environment. The research addresses the societal challenge themes: sustainability (green logistics, Lean); ageing and health (transformational change in the NHS, innovation/growth in the regenerative medicine industry); and social renewal (supporting employment through the transfer of best practice to SMEs).

Open innovation and co-creation of value. Linked closely with KITE, this sub-group contributes extensively to work on: open innovation (Bahemia, Piperopoulos, Wynarczyk); business model innovation: value creation and appropriation (Bahemia, Papagiannidis); the co-creation of value (Papagiannidis, Yannopoulou); new product/service development (Alderman, Bahemia, Heirati); organisational ambidexterity and dynamic capability (Heirati); and collaborative commercialisation, business-university interaction, university spin-offs (Wynarczyk).

Regional and Social / Innovation and Entrepreneurship. The principal foci of this sub-group are: innovation and enterprise policy (Vega, Wynarczyk); business clusters (Piperopoulos, Vega, Whitehurst); knowledge exchange and higher education institutions (Vega); SMEs (Papagiannidis, Vega, Wynarczyk); entrepreneurial motivations, intentions and behaviour (Piperopoulos, Papagiannidis); entrepreneurial education (Piperopoulos, Papagiannidis); gender and entrepreneurship (Giazitzoglou, Wynarczyk); social enterprising and volunteering (Forbes, Papagiannidis).

Digital Innovation & Ebusiness Applications. Highly original work has been conducted on projects that include: IT-enabled business innovation, adoption and acceptance (Ashurst, R. Wilson, Papagiannidis, Vega, Richter); the integration and information aspects of public services (Richter, R. Wilson); socio-technical systems (Ashurst, Richter, R. Wilson); security and privacy (Willison); new/social media and associated ebusiness models (Papagiannidis, Yannopoulou); e-commerce, e-retail and e-marketing (Papagiannidis, Yannopoulou); innovation, technologies and identities in Higher Education (Richter, Papagiannidis, R. Wilson).

5. Services Marketing (Backhaus, Blut, Eggert, Gorton, Heirati, Lemke, Schoefer)

The Services Marketing Research Group was founded by Blut and Schoefer in 2012, with the ambition of building a distinctive research capacity in this area. The appointment of three new professors (Backhaus, Eggert, Lemke) has boosted this activity further. The mission is to generate and disseminate new knowledge of best practices in service industries, and educate the next generation of leaders in service marketing and management. Given the applied nature of the services marketing discipline, its research is often informed by real-world marketing problems and supported by partners from the service industry. Grant funding has been received from the Commission of the European Communities (INCO Western Balkans, Framework 6, Framework 7) and the ESRC. The research of the services group is organised into three themes:

Service Relationships and Experience Management. The first theme examines how to create an outstanding service experience and studies its impact on relationship performance. Key projects which have resulted in considerable improvements to clients' activities include: customer contact management and loyalty for Vodafone D2 GmbH (Backhaus); customer experience and gender differences (Lemke); customer experience of modern retail formats (Gorton); customer referral programmes and customers' revenue streams (Eggert); mobility services and customer experience with Deutsche Bahn AG (Backhaus); service failure and post-recovery consequences (Blut, Schoefer); services mix instruments and customer-related outcomes with Vodafone (Backhaus); store loyalty and loyalty schemes with the retailer OBI Services GmbH (Backhaus, Blut).

Service Networks and Service Solutions. This theme examines how products and services are bundled into service solutions and the role of external network partners in delivering these solutions, resulting in several high-profile projects: branding of service solutions (Backhaus); conceptualisation of customer solutions in consumer industries (Blut); evolution of relationship quality in services networks (Backhaus, Blut); performance impact of autonomy in service networks (Backhaus, Blut); pricing of services in marketing co-operatives (Gorton); revenue and profit implications of industrial service strategies (Eggert); shared brands and stimulation of collective action (Gorton); standardisation in service networks for McDonalds in Germany (Backhaus, Blut); success factors of innovation management (Lemke); value co-creation in service networks (Lemke,

Eggert).

Service Technologies and Service Innovations. This theme examines how new technologies are designed to create novel services and thereby to improve either the service experience or improve company profitability. Work has focused on: acceptance of new services with Volkswagen Service Innovation Team (Backhaus); acceptance of self-service technologies (Blut, Schoefer); co-creation quality and service innovations (Backhaus, Blut); cross-functional teams and service innovation (Lemke); dark-side of service co-creation (Blut, Schoefer); design of travel information services with Deutsche Bahn AG (Backhaus); hidden needs analysis in service industries (Lemke); management of shared technological resources (Gorton); self-service technologies and service failure (Schoefer); service design of interactive information terminals (Lemke); technology paradoxes and services satisfaction with Siemens Medical Solutions (Blut).

6. Strategy, Organisations and Society (Addison, Clegg, Edward, Giazitzoglu, Harvey, Kerr, McGovern, McKinlay, Mueller, Munro, Muzio, Pagan, Pitsis, Reissner, Richter, Sillince, Skaerbaek, Suddaby, Tilba, Whittle, J. Wilson, Zdunczyk)

The School's aim to create a distinctive research focus on strategy and organisation studies was realised in 2011 with the creation of the Strategy, Organisations and Society (SOS) research group. Now run by Whittle, as a result of investing significantly in this group it has recruited established chairs from Cardiff, Manchester, Liverpool, St Andrews and Innsbruck, creating a widely-recognised centre of excellence. The research undertaken by the group uses social theory (derived from the work of, for example, Bourdieu and Foucault) to understand strategy as a cultural, organisational and political phenomenon, giving SOS its unique character. Leading international scholars (Clegg, Suddaby, Skaerbaek) have also been recruited as Strategic Research Advisors to support the research projects, and especially mentor early-career researchers, generate international sources of funding and significantly supplement SOS research capacity. Five themes provide the organisational focus:

Societal crisis and transformation. This theme explores the challenges posed by major social transformations, such as the global financial crisis and globalisation, contributing extensively to this field. Research projects include: transformation in the banking sector, including the Scottish banking elite and the collapse of HBOS and RBS (Kerr) and historical changes in the European banking sector (J. Wilson); the discourse of banker responsibility and morality in the aftermath of the financial crisis (Whittle and Mueller); globalisation and international development in emerging economies (Edward); the role of business in society, corporate social responsibility and business ethics in relation to major global challenges such as poverty and inequality (Edward) and climate change (Edward, Munro); social transformation and change in post-industrial society (Giazitzoglu); accountability, ownership structures and institutional investors in corporate governance (Tilba).

Professions and elites. This theme studies how organised professions and elite groups affect society, establishing another centre of excellence that will make a major contribution to this field of studies. Past and present research projects include: the management and organisation of professional service firms (Muzio, Suddaby); professions and jurisdictional boundaries between non-executive directors and clinicians (Harvey, Mueller and Sillince); the effects of re-organisation, managerialism and neo-liberal reforms on professional engineers (Mueller), accountants (Mueller), lawyers (Muzio), architects (Clegg), and the NHS (Harvey and Mueller); professionalisation projects in emergent and aspiring professions (management, management consultancy) (Muzio, Suddaby, J. Wilson); power and elite groups: the field of power and reflexivity by elite groups (Harvey, Suddaby) and Scottish banking elites (Kerr, McKinlay).

Strategy-making. This theme examines how strategies are made, and the impact they have, from a social theory perspective. Key projects include: strategy-making at the BBC (McKinlay) and Proctor & Gamble (Sillince and Harvey); strategic ambiguity (Sillince); sense-making and sense-giving in strategic interaction (Sillince, Whittle and Mueller); the relationship between global strategies and local institutions (Muzio); organisational and regional growth, decline and failure (McGovern, J. Wilson); corporate strategies for managing organised labour (McKinlay); strategy and calculative practices (Skaerbaek); design thinking, innovation and strategic foresight (Pitsis); competitive strategies through information warfare (Munro); major strategic transformations of

organisations and society under Fordist mass production (McKinlay).

Networks and collaboration. This theme seeks to identify the social processes that underpin coordinated action in intra- and inter-organisational networks. Current work includes: intra-organisational public/private partnership collaboration in the Sydney Olympics mega-project (Clegg and Pitsis); trust in dyadic relationships (Addison); the role of boundaries (symbolic, social, knowledge) in collaborative projects (Zdunczyk); organisational learning and meaning-making through storytelling (Reissner and Pagan) and coaching (Reissner).

Business history. The longitudinal study of business and business practices is a key feature of SOS's work, providing a broader context to the contemporary research by bringing together a group of leading authorities. The research covers: philanthropic activity (Harvey); management and organisational history (Suddaby, J. Wilson); history of labour relations, banking and Fordism (McKinlay); business networks and the region (J. Wilson, McGovern); co-operative and social enterprise (J. Wilson); banks and business (J. Wilson); and intercorporate networks (J. Wilson).

c. People, including:

i. Staffing strategy and staff development

Since the School's step-change in ambition, research has been accorded a much higher prominence, a corollary of which is that strong research performance is now the central prerequisite for the recruitment and retention of faculty. The successful leadership transition from Ian Clarke to John Wilson has accelerated this programme of reform, while the senior team work even more closely with Charles Harvey, pro-vice chancellor of the HaSS Faculty. The results have been impressive, with 24 professors appointed either to strengthen groups or to provide new research leadership across NUBS. This has been bolstered by a small number of fractional appointments as Strategic Research Advisors, to help strengthen our research culture, including: Ball; Clegg; Skaerbaek; Eggert; and Suddaby.

Concomitant with this hiring strategy, internal promotion to Chair or Reader level has taken place on the basis of substantial research achievement (Campbell, Gorton, Hussain, Papagiannidis, Pitsis, Wildman). Similarly, promotion from Lecturer to Senior Lecturer level has been based on research achievement and potential (Gebka, Kerr, Braakmann), while recruitment at Lecturer level has been similarly motivated (Bahemia, Black, Butler, Giazitzoglu, Heirati, Jochmann, Johnstone, Nielsen, Pang, Piperopoulos, Reissner, Rodriguez, Su, Tilba, Vega). These mostly early-career researchers are strongly encouraged to join one of the research groups (see Section b.), where the requisite mentoring and support can be provided as a means of converting potential into actual results. For example, SOS has pioneered a major development programme, headed by Sillince and including Clegg, Skaerbaek and Suddaby, bringing their rich experience through publications and editorial roles to bear in guiding those staff who need this kind of support. This is mirrored in other research groups, generating the kind of supportive research culture that will improve the overall standard of work across the School. It is also worth noting that practitioner colleagues in accounting have been encouraged to develop a research career, by starting doctoral studies. In addition, those colleagues on teaching & scholarship contracts have been given an increased workload allowance for research, in order to ensure that they have the time to engage with the latest developments in their field.

This staffing strategy has led to a step-change in both the way colleagues are developed and the quality of scholar which the School can attract, building a much more effective foundation for our research culture. The research groups reinforce an inclusive philosophy which lies at the heart of our research culture, while the Research & Knowledge Exchange Committee ensures that these groups are evolving in line with the School's research strategy. In addition, it administers a significant staff development budget, in order to fund especially programmes offered by external bodies, for example ESRC, Association of Business Schools, British Academy of Management, and professional bodies. This Committee is also responsible for managing the sabbatical process (based on one semester's leave in every eight semesters of employment), a longstanding expression of the School's commitment to staff development.

By combining all of these support mechanisms and structures, we ensure that the research culture

is vibrant and tangible. Each research group also organises its own programme of external speakers, alongside lunchtime seminars when colleagues can test out their latest ideas and papers. In association with the engagement and executive education teams, a large number of practitioner events are held in our eighth-floor Partners' Room. In addition, the School provides extensive funding to support participation in domestic and international conferences for those colleagues whose papers are accepted (amounting to £343,000 over the last three years). In addition, pump-priming funds (£25,000 over the last two years) are available at both School and Faculty level to initiate major projects that will result in either high-level publications or the development of large grant applications. The School has also hosted many national and international conferences, including the World Accounting History Conference (2012), Multi-Organisational Partnerships, Alliances and Networks (2013), European Business Ethics Network (2012), Northern Advanced Research Training Initiative (2012) and Foundations and Applications of Utility, Risk and Decision Theory (2010).

In addition to the School's support infrastructure, there is a wide range of development opportunities available at University and Faculty levels, including Faculty Futures (for early career researchers), Unpacking Your Chair (for newly appointed or promoted professors) and various leadership and staff development programmes. University-level provision also includes a two-day grant-writing workshop and development programme for Principal Investigators. The University is proud to be a signatory to the Concordat to Support Research Integrity (devised by Universities UK), providing a comprehensive national framework for good research conduct and its governance in order to maintain and improve upon the global reputation for excellence that UK research enjoys. In implementing the Concordat, the University has reviewed (and where necessary amended) key policies, processes and procedures, further strengthening our research infrastructure.

ii. Research students

We regard a thriving postgraduate research programme as an intrinsic part of the School's research activity, partly to complement our existing research strengths, but also to secure organic staffing growth. The Faculty of HaSS has a Higher Education Academy award-winning postgraduate research training programme that provides both disciplinary and generic research training within an interdisciplinary and multi-cultural learning environment. This wide-ranging programme provides the epistemological and methodological research skills to enable students to complete their doctorates successfully. Additionally, it fosters research collaboration and communication among students across all the disciplines in the Faculty. The programme provides the foundation for the ESRC-funded North East Doctoral Training Centre (NEDTC), in collaboration with Durham University. The NEDTC includes dedicated pathways for both Management & Business Studies and Finance & Economics students. Additional research training takes place within the Business School, in the form of dedicated modules that supplement the NEDTC programme. In this way, there is both breadth (at Faculty level) and depth (School level) in our training programmes, with all parts taught by leading scholars in their field.

In addition, the School has taken an active role in the Northern Advanced Research Training Initiative, a regional consortium of research-led business schools. With support from an ESRC Researcher Development Initiative award, the group provides advanced research training for doctoral students through a series of specialist workshops and an annual colloquium. In recognition of the quality of its doctoral provision, the Business School is a member of European Doctoral Association – Management and Business Administration, a Europe-wide organisation which requires the School to meet certain quality thresholds.

The provision of funding for high-quality doctoral students is a priority for the School. In the first round of funding from the NEDTC, the School was awarded two ESRC studentships. Chilton was also successful in gaining an ESRC Collaborative Governmental PhD Studentship (2009-12). As part of the University's partnership arrangement with Santander Bank, the School receives a three-year PhD studentship worth £64,000. In 2010, the Peter Keeton and Norah Lomas PhD Scholarship Fund was established with a donation to the School of over £1.3M, providing support for a number of PhD studentships each year in the areas of economics and finance. To supplement these schemes, the School advertises three studentships each year, funded from our

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own budget, further reflecting the commitment to this aspect of our research culture.

Apart from these training and funding opportunities, it is important to stress that our research students are incorporated into the research groups and strongly encouraged to participate in the seminar series, both as attendees and in giving papers. Although they have their own social spaces, research students also use the staff social room, indicating that we regard them as colleagues with whom we would like to engender a collegial atmosphere. At the same time, a doctoral students' seminar series has also been initiated, offering the opportunity to try out ideas and develop papers for national and international conferences, funds for which are provided from the School budget (£52,000 over the last two years for 72 applications). To demonstrate the success of this strategy, we can point to a number of former PhD students who have taken up academic posts in the UK and overseas. Among the universities at which Newcastle alumni have worked or are working includes McDonald (Warwick), Ross (Nottingham), Cuckston (Birmingham) and Urqhart (Southampton).

The following Table provides data on PhD and Professional completions, demonstrating an improving level of achievement on the former. It is important to stress that the DBA is run jointly with Grenoble, and as the students have mostly graduated through that institution we cannot record many for Newcastle. NUBS is withdrawing from this joint DBA, in order to focus resources on the Newcastle doctoral programme, which has recently recorded a significant increase in completions. Indeed, the total number of completions (47.76) is higher than for the RAE period (46), reflecting the resources invested in this programme.

Degree Type	2008	2009	2010	2011	2012
PhD	4.33	6.50	6.65	6.80	13.48
Professional	4.00	1.00	2.00	1.00	2.00
	8.33	7.50	8.65	7.80	15.48

d. Income, infrastructure and facilities

The generation of research income from external sources is a priority for the School, with much greater focus being put on how the research groups can significantly increase volumes. In the five years from 2008/09 to 2012/13 inclusive, the total income generated was around £2.5M. Prominent projects in which NUBS staff have participated include the £10M EPSRC award for a Digital Economy Research Hub, a €2.4M FP7 award for COMPETE, £1M from the Technology Strategy Board for Designing Scalable Assistive Technologies and Services for Independent Healthy Living, £250K from the ESRC as part of the Centre for Spatial Economics, and €428,000 from the European Regions for Innovative Productivity (ERIP) project (total grant €3.3m). Substantial competitive funding from the ESRC was gained for projects on Situating Small Business Regulation and Managerial Storytelling in Practice. The School also has a long track record of securing funding for endowed chairs, including: the Alcan Chair of Management (Procter); David Goldman Chair in Innovation and Enterprise (Papagiannidis) and the Northern Society Chair in Accounting (Haynes).

In August 2011, the School moved to an award-winning building in the centre of the city, on which the University has taken out a twenty-five year lease. For the first time, it brought the different constituent parts of the Business School together on one site, significantly augmenting the quality of space for researchers, research students and associated activities. An especially innovative use of space is the creation of a Living Laboratory in which R. Wilson and his team engage in highly innovative projects that engage School research with practitioner communities, for example, the NHS and local government.

Direct support for research comes from the School's research budget, which is the responsibility of the Deputy Director. The budget for the current year is around £350,000, covering: (i) staff and

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research student attendance at conferences; (ii) the School's own Postgraduate Research Studentships; (iii) an amount dedicated to ECR activity; (iv) short-term research internships for students to work on staff projects; (v) pump-priming to encourage the development of large-scale bids for external funding.

Specialist professional support is provided by the Business School's Research and Engagement Team, three of whom are dedicated to research. At the head of the team is the School Research Administrator, assisted by a Research Support Officer and a Research Support Assistant. Their role is to act as central co-ordinators for all aspects of research administration and policy for both the School and designated research groups. This role includes advice on funding sources, assistance in putting together research grant applications, input into the external projection of the School's research, and administering the Research and Knowledge Exchange Committee and related bodies.

Significant financial and advisory support is also available at Faculty and University levels. The School has obtained eighteen awards (£56,521) from Faculty funds, as well as two grants (£4,000) from the Faculty Bid Preparation Fund. Among the services available are those provided by the Faculty's Research Funding Development Manager and the Academic and Faculty Peer Review process for grant applications, supporting the work of colleagues at every level (Chilton, Pitsis, Su). University-level support is provided by the central Research and Enterprise Service.

e. Collaboration or contribution to the discipline or research base

The profile of the UoA is enhanced by the number of collaborations, both national and international, in which NUBS staff are involved. For example, colleagues have been invited to be Visiting Professors or Scholars at many international institutions, including: Alabama (Blut), Centre for European Economic Research (Bilotkach), Copenhagen Business School (Pitsis, J. Wilson), Cranfield (Suddaby), Montezelomo Visiting Professor, University of Cambridge (Clegg), Corvinus University, Budapest (Gorton), EDHEC (Pitsis), HEC and Science Po (Tvede), LUISS Guido Carli University (Muzio), Monash (Barratt, Hicks, Wildman, R. Wilson), Portland State (Haynes), Ramkhamhaeng (Blut), MLU Halle Wittenberg (Dietrich), Rimini Centre for Economic Analysis (Jochmann), Shanghai (Maioli); Southern Denmark (Nielsen), Stavanger (Jones-Lee), South Australia (Haynes), Sydney (Suddaby), Uppsala (Suddaby).

Similarly, NUBS has invited Visiting Scholars to Newcastle, including: Scott Shane (Case Western Reserve), Greg Bamber, Vivek Chaudri and Ian McLoughlin (Monash), Jeff Hornsby (Kansas State), Karin Garrety (Wollongong), Yves Gendron (Laval), Xhevrie Mamaqi (Zaragoza), Sandy van der Laan (Sydney), Lee Moerman (Wollongong), Pat Flynn (Bentley) and R. Zucchella (Pavia). This reinforces our growing reputation for work of an international quality, extending our impact well beyond UK shores as a result of extensive collaboration with these international scholars.

Indeed, NUBS staff frequently collaborate with leading scholars, for example: Haynes has edited books with Professors Dillard (Portland State University and Queens University, Belfast) and Murray (Winchester Business School) arising from an ESRC funded seminar series on CSR, as well as collaborating with AIM colleagues arising from an ESRC/AIM fellowship, and with Principles of Responsible Management Education Gender Equality Working Group. Fellowships have also been bestowed on NUBS staff, including: Alderman, Fellow of the Royal Geographical Society; Haynes, Lead Fellow of Service Fellow Cohort, ESRC/Advanced Institute of Management, 2009-2011; Haslam, Fellow of the Royal Society of Arts. In addition, several have played leading roles in professional bodies such as the British Academy of Management (Haynes, Procter, Papagiannidis), European Business History Association (J. Wilson), and the UN Principles of Responsible Management Education (Haynes).

Further evidence of this reputation are the keynote and plenary addresses NUBS staff have given, including: International Conference on Energy, Environment and Health (Chilton); International Conference on Knowledge and Sustainable Economic Development (Gorton); Colóquio da Sociologia Conference (Clegg); and Management History Research Group (J. Wilson). In addition, another indication of the quality of published output is the number of prizes awarded to members of

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the School. These include: Emerald Science Citation of Excellence Award (Duxbury, McKinlay); Most Read Paper for 2010, *Journal of Management Inquiry* (Suddaby); Highly Commended Award Winner at the Emerald Literati Network Awards for Excellence (Maioli); best paper awards at conferences such as Academy of Management (Sillince), ANZMAC (Blut), ANZAM (Australia and New Zealand Academy of Management (Sillince), German Association of Agricultural Economics (Gorton), LIKE (Blut); Strategic Management Society, Intersections of Strategy Processes and Strategy Practices (Sillince); Strategic Organization So! What Best Essay award (Clegg), awards for Early Career Researchers such as Emerald/EFMD Outstanding Doctoral Research Award (Backhaus, Blut); Christian Wolff Prize for Excellence in Post-Doctoral Research (Dietrich); and contributions to research, Outstanding Referee Award, Applied Economics Series (Gebka).

Linked with this work are other status indicators: Muzio has been elected an Academic Fellow of the Institute of Management Consultancy; Braakman was ranked among the Top 100 German economists under the age of 40 by the German daily "Handelsblatt" (in cooperation with the KOF at the ETH Zurich); Clegg was ranked as one of the world's top-200 'Management Guru's' (*Harvard Business Review Press*); and J. Wilson was made the first non-Japanese honorary fellow of the Japan Society of Mechanical Engineers, Technology & Society Division.

NUBS staff have also taken on editorial responsibilities in major academic journals, for example: *Business History* (J. Wilson), *Academy of Management Review* (Suddaby), *European Journal of Information Systems* (Willison), *Gender, Work and Organization* (Haynes, Muzio), *International Journal of Management Reviews* (Haynes), *Journal of Agricultural Economics* (Gorton), *Journal of Air Transport Management* (Bilotkach), *Journal of Professions and Organization* (Muzio), *Journal of Risk and Uncertainty* (Jones-Lee), *Journal of the Royal Statistical Society* (Sollis), *MIS Quarterly Information Systems* (Willison), *Organization Studies* (Sillince). Special issues have also been edited, including: *Work and Organisations* (Rodriguez); *Employee Relations* (Rodriguez).

In addition, many sit on editorial boards: *Academy of Management Journal* (Sillince), *Accounting, Auditing and Accountability Journal* (Campbell, Haynes), *Accounting Forum* (Campbell), *Business Ethics: a European Review* (Campbell), *Capital and Class* (McBride), *Critical Perspectives on Accounting* (Haslam), *Informatics in Primary Care* (R. Wilson), *Human Relations* (Muzio), *Information and Management* (R. Wilson), *International Journal of Behavioural Accounting and Finance* (Duxbury), *International Journal of Finance and Accounting* (Haslam), *International Journal of Management Studies and Research* (Procter), *Journal of Organizational Effectiveness* (Procter), *International Journal of Project Organisation and Management* (Alderman), *Journal of Agricultural Economics* (Chilton), *Journal of International Technology Case and Application Research* (Willison), *Journal of Management Studies* (Sillince), *Management and Organizational History* (Procter, J. Wilson), *Organization Studies* (Clegg, Muzio, Mueller, Sillince, Suddaby), *Personnel Review* (Procter), *Journal of Power* (Clegg), *Regional Studies* (Wren), *Technological Forecasting and Social Change* (Papagiannidis), *Transportation Economics* (Bilotkach), *Work, Employment and Society* (Vincent).

This is reinforced by extensive work for ESRC: Campbell, Haynes and J. Wilson have been reviewers for the grants board; Muzio, Pitsis, Reissner and Haynes are members of the Peer Review College; Haynes is a member of Commissioning Panel, Business and Management Development Fellows; and Gorton is a panel member, Collaborative Governmental Studies.